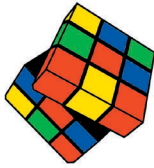


# FA 50



## Visionary Leaders of Change

### From the Office of the Executive Agent



MG Stephen Speakes  
Director, Force Development  
Army G8

Our community is clearly making a difference at the muddy-boots level where Soldiers are living the modularity experience. No single functional area can boast the critical attributes we possess when it comes to affecting change; no single functional area can integrate change more efficiently than the trained Force Management Officer. FA 50s are, by training, experience and assignment, the professionals who are in place with the right skill set, “poised to lead change.”

The Force Management Officer is the key advisor to tactical, operational and strategic Commanders and staffs and provides the unique ability to scan internal and external environments to aide in determining:

- what tasks are associated with the changes involved in transitioning to a modular structure,
- what resource constraints are influencing the modularity effort, and
- what is the extent of coordination necessary in order to integrate, motivate and manage effective and efficient change.

The dynamic nature of the Army and its ability to “reinvent” itself to meet the strategic needs outlined in our National Security Strategy and National Military Strategy, and bringing about that change, whether it’s evolutionary or revolutionary, is a central theme and cornerstone to our functionality. Changing large organizations, like the Army, is a

monumental task; cultural ideals and age-old processes make charting a course for change difficult as we look to find creative, flexible and adaptive new processes to inspire change. In the Summer 2004, General Schoomaker wrote in *Parameters*:

*“The Army always has changed and always will. But an army at war must change the way it changes. In peacetime, armies change slowly and deliberately. Modern warfare is immensely complex. The vast array of capabilities, skills, techniques, and organizations of war is a recipe for chaos without thoughtful planning to assure interoperability, synchronization, and synergy. Second- and third-order effects of a change in any part of this intricate mechanism are difficult to forecast, and the consequences of misjudgment can be immense.”*

Knowing when and where change begins, anticipating change and realizing how to work and adapt existing processes to influence change is where the Force Management Officer excels; but what truly separates him or her from the others is recognizing where those adaptations are most efficiently and effectively influenced, and when. The effort associated with modularity and transforming while prosecuting combat operations begs for innovation and original thought. As the Army’s leaders in change, our officer corps must have the required training, experiences and skill sets at each rank in order to truly influence across the domain of change.

The Proponent Office has been challenged to look across the force and capture the common core attributes at each rank, working them back into each of our authorizations to make sure that we have the redundant assignments at each level to hone the expertise necessary for our officer corps to have the skill set at every level to affect change with authority. This work will become the springboard for an evaluation of the training, education and leader development programs within the functional area, and provide us an understanding of where our gaps are, and how we need to correct them. As said in the FA 50 Town Hall meeting, your training and education is the foundation to a credible and functionally sound career and the cornerstone to our

(continued on page 11)

## From the Proponent Chief

Great achievements in managing change are not born from a single vision but from the combination of many discrete viewpoints that lead us to influencing change. The distinct ability of a Force Management Officer to think critically about change and change management places us in the unique position to command, lead,



manage and articulate change more influentially than anyone else. As a community, in order for us to persevere over change, we must accept our role as the Army's Visionary Leaders of Change and commit ourselves

to being the functional experts in providing the Army its mission-ready Expeditionary Force.

Becoming an expert in force management is a personal commitment and something that separates us from many of our contemporaries. The credentials of our community rest on the shoulders of each one of us, and we are entrusted with the confidence that no other officer possesses the unique qualifications that our training, education and professional development program facilitates so that we can influence the dynamic, highly technical and complex undertaking of force management. Our ability to affect the force management processes comes from repetitive, challenging assignments that provide the foundation to our unique knowledge, skills and attributes.

The CSA clearly has articulated that the functional area skills are critical to support and maintain a relevant and ready Army at war. Our relevancy is tied to your commitment to pursue assignments that give you a chance to see all aspects of the Force Management functional area and hone the skills and experience necessary to ensure your development. HRC is looking at ways to assist in the assignments of officers to their functional area, and will increase the pressure on Dan and me to ensure that we are filling our FA 50 coded positions first above any other requests. I challenge you to look past your current comfort zone in the functional area, and branch out to another aspect of the functional area so that your skill set is more complete and more diverse as you rise in rank.

You are my legacy; it's through your success that the functional area grows and becomes stronger and more relevant. It's important that we all understand that the demand for our functional area expertise within the Army is growing as the Army transforms. The only true way we as a community can meet those demands and expectations is by filling 50A authorizations with a trained, educated and professionally developed officer corps that specializes in force management. What separates us from the rest is our repetitive exposure to the force management processes at various ranks; what makes us indispensable to the Army, CoCOMS, Joint Hqs and DoD is our ability to manage, influence and integrate the full spectrum of activities encompassing requirements definition, force structuring, and combat developments.

Our passion is the Soldier; his success is truly our hallmark!

— Patrick J Kirk  
LTC, GS  
Chief, FA 50 Propensity Office

## From the PPO Strategic Communications Analyst

I've been charged by LTC Kirk with helping him to get the FA50 story out to the Army. A lot of this work was already under way when I signed in in February, and I'm looking forward to working closely with many of you as the events we have planned unfold.

The first FA50 Town Hall meeting on 7 March was a great success. A hundred or so officers and civilian force managers gathered to hear Patrick Kirk, Dan Monsivais, COL Bas Oskam, COL Rod Dixon, and MG Speakes give a terrific "State of the Functional Area" briefing, describe ACS and fellowship opportunities, discuss assignments and answer a few questions before we got run out of the Pentagon Auditorium. The video is being edited now, and will soon appear on the website.

Speaking of the website, [www.fa50.army.mil](http://www.fa50.army.mil) is up and running. We are populating it with tools, references, links and other information

that ought to be useful to you. In the very near future we'll be working with our very talented webmaster to make it more visually attractive and user friendly. Please take a few minutes to take a look. Your AKO username and password will get you in. Any comments and suggestions are most welcome.

The next edition of the Oracle is already in the works. I'd like to reiterate the FD's invitation to consider contributing an article on your experiences as a Force Manager in a transforming Army, problems and solutions, lessons learned, military education and training opportunities available or needed, or whatever you think might be of professional interest to your counterparts.

This is shaping up to be a busy summer. A Senior Advisory Group meeting in July will take up several issues relating the health and welfare of the FA50 community. The agenda for that meeting is under



development now, and I'll let you know more as we get closer.

The major event of the year will be the first-ever Manpower and Force Management Conference, tentatively set for this fall here in Arlington. In conjunction with our CP26 compatriots, we are planning a three-day series of presentations, discussions and working lunches, culminating in the MFM banquet at which we hope to publicly launch the Manpower and Force Management Association and present its first awards to several outstanding past and present Force Managers. As plans gel for this over the next month or so, we'll get the info to you.

Finally, I'd like to mention another project we're helping out with. The G8 corridor in the Pentagon will soon contain six historical panels depicting the emergence of Force Management, from the early 1900s – the era of the Root Reforms – to the present. Unveiling is scheduled for the latter part of June. Next time you're in the building stop and take a look.

— Bob Fleitz  
Senior Analyst – SYColeman



# \*Warrior Ethos Tenets

**Always places mission  
1 first**

**Never accepts  
2 defeat**

**Never  
3 quits**

**Never  
4 leaves a  
fallen comrade**

All Soldiers are warriors - prepared, trained and fully equipped for the Joint Fight. Soldiers enable the Joint force by destroying the enemy in close combat, and by resolving conflict and restoring the peace. Soldiers personify Warrior Ethos as part of a team, bound to each other by integrity and trust.

The dynamic operational environment demands that every Soldier be a warrior first and an expert in his or her individual craft to support the team.

## From the FA50 PPO Doctrine Senior Analyst

In my last article for The Oracle, I discussed the basic nature of doctrine. In this article, I want to discuss the relationship between doctrine and strategy.

The relationship between military doctrine and a national security strategy is highly complex. In principle, military doctrine exists to support the national security strategy. In practice, implementing and changing military doctrine is a highly complex and time consuming activity that can take years or decades, and hence the same military doctrine is often used to attempt to support radically different security strategies.

In addition, the question of what a nation should do is often influenced by what it can do, so in this sense, military doctrine often influences security strategy. Many will say that doctrine, or various doctrines, comprise a nation's strategy.

The National Security Strategy (NSS) of the United States of America is a document prepared periodically by the executive branch of the government of the United States. It outlines the major security concerns of the United States and how the administration plans to deal with them. NSS documents are released publicly as soon as they are completed. The NSS is easily accessible in many ways through the Internet.



The most famous, historical NSS was NSC-68 (National Security Council document number 68). This document recommended that the United States adopt a policy of containment to stop the spread of Soviet Communism, thus setting the stage for the strategy of the United States during the Cold War. NSC-68 was a classified report issued by the United States National Security Council on April 14th, 1950. The report outlined the NSS for that time. The report argued that the Soviet Union had a systematic type of NSS of their own aimed at the spread of Communism across the entire world. The report has since been declassified and become one of the classic, historical documents of the Cold War era.

The latest NSS was issued in September 17th, 2002 in the midst of controversy over the Bush Doctrine of pre-emptive war, which is contained in it. It also contains the so called "Hertz Doctrine" of

military pre-eminence as well as a new initiative to provide substantial foreign aid to countries that are moving towards Western-style democracy, "freedom" as it is styled in the document. Some theorists say that the Bush Doctrine can be compared to the pre-World War I United Kingdom doctrine requiring their navy to be bigger than the combination of the next two largest navies. It has also been described by critics as the American version of the saying "The sun never sets on the British Empire."

The coinage "Hertz Doctrine," after the old "We're No. 1" advertising slogan, first appeared in print in Judith Miller's October 26, 2002 New York Times op-ed column "Keeping U.S. No. 1: Is It Wise? Is It New?" It is a pre-eminence doctrine based on the "unparalleled military strength" of the United States and its determination to maintain worldwide military supremacy. "Our forces will be strong enough to dissuade potential adversaries from pursuing a military buildup in hopes of surpassing, or equaling, the power of the United States."

The Bush doctrine emerges in the context of moving from the Cold War doctrine of deterrence to a pro-active attempt to adjust policy to the realities of the current situation where the threat is just as likely to come from a terrorist group like al-Qaeda as from a nation state such as Iraq.

The NSS also treats AIDS as a threat to national security, promising substantial efforts to combat its spread and devastating effects. Why is this significant? It is significant because the Bush Administration has apparently identified a world health problem as a threat to national security. Military resources may be used to deal with this problem.

With all that said, what kind of doctrines are the Bush and Hertz doctrines? They are certainly not military. Or are they? It takes a military to enforce them. One could say that these are political or international relations doctrines. Perhaps doctrine falls along the lines of the elements of national power such as: military, diplomatic, informational and economic doctrines.

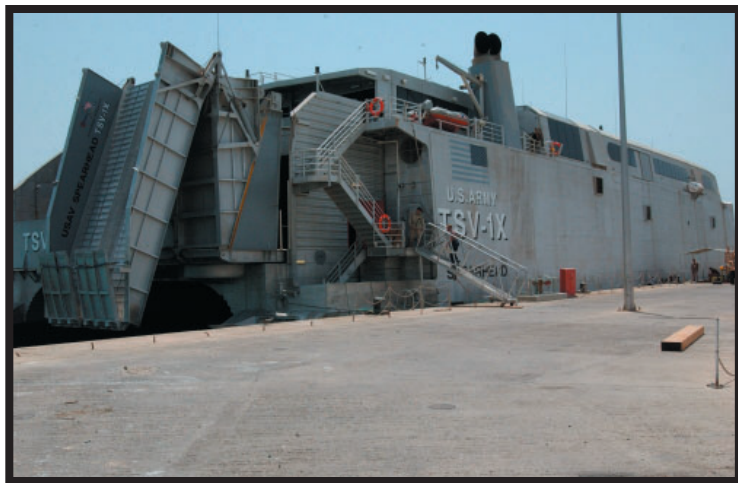
Is military doctrine an element of an NSS? Does military doctrine merely support the objectives and goals of an NSS? Is military doctrine the "ways" and "means" of an NSS, with the NSS being the "ends"? Is an NSS the beginning or the end of this process? Obviously, neither of these types of strategic documents can stand alone. It is absolutely critical that we as Army force management officers understand the relationship between these over-arching papers. We must have a basic understanding of our national interests and the means by which we will achieve these requirements. Understanding doctrine and strategy is just the foundation. If the mission of the U.S. Army is to support the National Security Strategy and the National Defense Strategy, force management officers must understand strategy as a whole, and more specifically, these particular strategic documents.

In my next article, I will continue this discussion on doctrine and strategy and we will look at the National Military Strategy or NMS. If you have any comments, questions or concerns regarding these topics, please feel free to contact me.

— M. Sean Tuomey  
Senior Analyst - SYColeman

## From the FA50 Professional Development, Training and Education Senior Analyst

As our community (consisting of Active, Guard and Reserve FA 50s, CP-26 DoD Civilians and Contractors) evolves to support the Total Force Management Concept that MG Speakes articulated during the recent FA 50 Town Hall Meeting, we in the Proponency Office are looking for every opportunity to “leverage synergy.” One area where we can do that is in professional development, training and education.



As the FA 50 Senior Analyst for professional development, training and education for active FA 50 officers, I can tell you there are many opportunities that we can share with the others in the Force Management community. After briefing each of the other players - OCAR, NGB and CP-26 - on the opportunities available and recognizing the unique challenges that each of them faces in order to participate in these established professional development, training and education opportunities, it occurred to us that there needed to be an Advanced Distributed Learning (ADL) option for some of the training opportunities. To meet that need, a look at how the current FA 50 Qualification Course can be re-packaged into an ADL course is currently under way. The following paragraphs provide a short description and purpose of this proposed new course as well as two others being developed.

**ADL - FA 50 Qualification Course.** This course would provide an alternative for those Force Managers who cannot afford to be away from work 14 weeks but want to benefit from the course curriculum. Our goal with this alternative course would be to maintain the high academic standards associated with the resident course while providing a means to break up the resident course into modules that students can take over a 13-month period. A possible example of a 13-month course program of instruction (POI) would have students attend a three-week condensed version of the current 4-week “How the Army Runs” during the summer, followed by 3 quarters of ADL courses with a 3-week “capstone” course the following summer. Curriculum during the 3 ADL portions would cover much of the 10-week resident FA 50 Qualification Course. In the capstone portion, students would turn in their research papers/projects; present seminar presentations; work together or independently on practical exercises and have an opportunity for mutual learning; and finally, questions & answers periods. Graduation would be conducted on the last day.

**FA 50 Azimuth Course.** There is currently no program to “re-green” or “re-orient” (hence get back on “azimuth”) an FA 50 Officer

prior to his or her next assignment, thus the officer may well arrive without up-to-date FM training. A course to “re-green” officers in Force Management prior to a new assignment will clearly permit them to immediately begin to make an impact and an earlier in-depth contribution to the organization. The FA 50 Azimuth Course will ensure that all FA 50 Officers are kept current and up-to-date on the language, practices and methodologies used within the current Force Management environment.

**FA 50 Division and Branch Chief Course.** The FA 50 Division and Branch Chief Course (DBCC) will ensure those selected for these positions of responsibility are equipped with the latest Force Management skills, knowledge, attributes, practices and methodologies, in order for them to immediately begin to make an impact, as the “visionary leaders of change” they are expected to be. Currently, there is no program for those Officers selected for FA 50-coded Division and Branch Chief positions. These positions are very important – on a par with command selection. This course will arm the FA 50 Division and Branch Chief selectees with the tools, skills, attributes and knowledge to be successful in these challenging assignments.

In conclusion, I would ask you to think about these three proposed courses and then take some time out of your very busy work day to give me some candid comments on all three of these proposed courses.



Are these three courses something this community needs or is there a better use of the funding? What would you like to see as a professional development or educational or training opportunity? I'll publish your comments in the next issue of the FA 50 “Oracle” Newsletter.

— Jack C. Riley  
Senior Analysis – MPRI

## My RAND Fellowship Experience



The FA50 proponent office asked me to write a few words on my experience as the 2004-2005 FA50 RAND Army Fellow. RAND is a federally funded

nonprofit institution that helps improve policy and decision making through research and analysis. RAND has done a myriad of projects ranging from calculating the costs of equipping commercial aircraft with anti-missile systems to assessing NASA's wind tunnels and propulsion test facilities. Within RAND, there are various "departments," the "department" that I belong to is the Arroyo Center. The Arroyo Center does analysis and research for the Army. Within Arroyo, there are seven Army fellows, three of us here in the Arlington, Virginia Office and the remaining at the RAND Headquarters, Santa Monica, California. The FA50 slot is in the Arlington office. Currently, I am a team member of four different projects: one that is examining Contractor Logistic

Support to the Stryker Brigades, another project that is analyzing the benefits and detriments of modernizing/upgrading current Army logistics, a third project is assessing Army capabilities and limitations in the joint fight, and finally, my last project is an analysis of the Officer Personnel Management System III. The results and findings of these projects will hopefully provide the Army's senior institutional leaders assistance to enable them to guide the Army's transformation. I chose some of these projects just to broaden my vision on the institutional Army and others that just seemed interesting to me. Additionally, I have attended various presentations and forums that have dealt with diverse subjects such as countering the Iraqi insurgency to the technological progress of the Iranian theater ballistic missile program. Being an active team member and attending the various programs is the key to the RAND experience – providing the officer a broad learning experience before returning to the Army. I highly recommend that all eligible FA50s compete for this professionally rewarding fellowship.

— David A. Shugart, Ph.D.  
LTC, US Army  
2004-2005 Army RAND Fellow  
[dshugart@rand.org](mailto:dshugart@rand.org)

## Army Flow Model

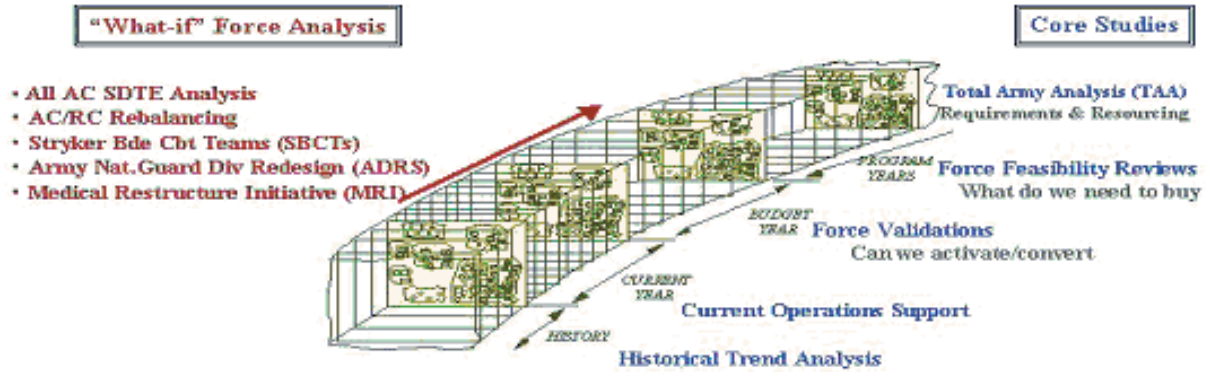
The Army Flow Model (AFM) is an information support and predictive modeling system that enables the Army staff and Major Commands to rapidly assess force structure and policy decisions based on a fully integrated perspective rather than on a single functional or programmatic basis. Currently, AFM is the only system that provides these capabilities. Specifically, AFM provides the capability to identify and assess proposed equipment/personnel authorization changes and predict equipment availability/readiness for both programmed and "What If" force structures and/or scenarios. AFM also directly supports the Total Army Analysis (TAA), Force Validation Committee (FVC) reviews (units activating or converting in two years) and Force Feasibility Reviews (FFR) which assess TAA impacts. The AFM system consists of an integrated database linked to a web application for data retrieval and a set of predictive models.

AFM integrates data from standard Army databases (e.g. SAMAS, SACS, REQVAL, etc), notional force structures (IBCT, UA, UE, etc.) and AFM models that project equipment fill and equipment readiness into a synchronized database and then provides this data to the ARSTAF through an easy to use web-based system as part of Army Knowledge On-line's (AKO) Operational Community on both

NIPRNET and SIPRNET. Minimal training is required to use the preprocessed data views in "Smart Books" while advanced users can use an "Expert System" to develop customized queries. All data extracts are easily downloaded into MS Office.

The predictive modeling capabilities of AFM have been used extensively by the ARSTAF in determining the feasibility and affordability of the Army Chief of Staff's directives and in validating current initiatives. AFM provides projected equipment shortfalls to G4 and new equipment costs to G8. As a separate, but related initiative, the AFM team developed the Equipment Distribution Scheduling Subsystem 2 (EDSS2) application for G8. This application improves the decision making process in the FVC's and FFR's by capturing accurate equipment distribution decisions made by the G8 Synchronization Staff Officers (SSO), facilitates package fielding concepts such as Unit Set Fielding, and enables the logical application of resource adjustments to procurement decisions. AFM also provides to the logistics community the HQDA Total Army Equipment Distribution Program (TAEDP) that provides equipment on-hand readiness calculations at the LIN and UIC level of detail.

# How AFM Supports Transformation



## Army Force Structure in Transformation

AFM has and continues to support the following studies and initiatives:

- **Army Transformation** – The Army Flow Model has taken the lead in providing detailed assessment of current and notional policy decisions impacting the transformation of the Army. AFM models, to include extensive “what-if” force structure modeling, have been used to assess: UA’s (Units of Action), Stryker Brigades (SBCTS), Interim Brigade Combat Teams (IBCTs), Force XXI, Medical Restructuring Initiative, Army National Guard Division Redesign Study (ADRS/Mobile Light Brigade), and Army Prepositioned Stock Sets.
- **Total Army Analysis (TAA)** – The Army Flow Model provided complete analytical support to the TAA 6-11 process enabling analysts to resource future force structure requirements, assess the impacts of those decisions across the Army, and readily produce the ARSTRUC. AFM’s Resource Allocation Model (RAM) was used to edit and set requirement priorities in the simultaneity stack and match programmed units to TAA requirements based on user match criteria. RAM is also the historical database of record for TAA transactions.
- **Quadrennial Defense Review (QDR)** – The Army Flow Model was the Army’s lead analytical assessment tool during the Joint Chiefs of Staff J8 Dynamic Commitment War Games and provided complete analysis of data to the major issue panels. AFM provided direct support the Army staff during the Joint Chiefs of Staff Positive Match Exercise and is the Army’s historical database of record for all QDR Dynamic Commitment and Positive Match Data. AFM will support the next QDR with analytical tools and a match engine based on the TAA RAM tool.
- **Force Feasibility Reviews (FFR)** – AFM provides equipment and personnel authorization comparisons, projected equipment availability/readiness and end item costs of future program decisions in the Program Objective Memorandum (POM) years.
- **Force Validation Committees (FVC)** – AFM provides complete equipment fielding (new and redistributed) feasibility analysis of near term force structure decisions (next two fiscal years).
- **Strategic Readiness System (SRS) Support** – AFM developed the data and algorithms for the G3 Force Management Division’s SRS

measures regarding force modernization and transformation. These measures are generated and refreshed monthly with direct input to the SRS database. AFM predictive equipment data is also used to support the predictive SRS.

- **Daily Analytical Assessments** – AFM data is used extensively in day-to-day operations in providing responses to queries from the Army Staff, Office of the Secretary of Defense (OSD), the Joint Staff (J-Staff), and Congressional inquiries.

To support the Army’s rapid transformation to new units and new structures as well as its evolving rotation plans and dynamic priorities, the Army Flow Model team is developing a set of new rapid turn-around models to complement the current AFM set. These new models will form the core of an ARSTAF modeling “tool box” that enables quick formulation and evaluation of force structure concepts. Specifically, these models will enable the staff to:

- Replace current units with new designs and those that support brigades operations
- Group units in command structures such as brigades, task forces or fielding sets
- Recommend CSS structure (unit types) for Small Scale Contingencies (SSC)
- Model Unit Rotation policies and evaluate current plans
- Evaluate proposed structure against time-phased war fight requirements
- Set dynamic priorities that reflect war fight and rotation plans
- Evaluate equipment readiness over time given dynamic priorities and procurements

The following models will be developed to provide these capabilities.

- **Unit Rotation Model (URAM)** will match available forces against persistent rotational requirements over an extended time period to assess brigade task force and individual unit rotational policies, determine unit shortfalls by type and generate a unit rotation plan.

(continued on page 11)

## Advanced Civil Schooling

The opportunity to participate in the Advance Civil Schooling (ACS) program at George Mason University has been rewarding both professionally and personally. Just think about it, what opportunities are available that will allow you to improve professionally and personally? Oh yeah, all at the expense of the government!

Professionally, the ACS program has provided the opportunity to broaden my skills and abilities as a force manager. The skills acquired in the Masters of Business Administration (MBA) program at George Mason are too numerous to mention. Due to the relevance of the Army transforming, I would like to highlight one course that has made a lasting impression. The course is Organizational Behavior taught by Dr. David A. Kravitz. Without going into great detail the main lessons were Organizational Culture, Communication, Perception and Attribution, Exercising Influence, Managing Teams, Motivation, Leadership, and Change Management.

As you read the list of subjects above you probably felt just like I did when I reviewed the syllabus. “Yeah, I already know this stuff”. True, I did know what the subjects were about. But I was unaware of the associated processes that I could use to improve.



At the conclusion of the Organizational behavior course, we were also required to write a learning paper. The purpose of this assignment was for each student to write down what they thought was the most beneficial thing they learned in the course. I consider supportive confrontation, the use of the five bases of power, and active listening as the most important information and action resolutions learned from this course. Although these processes and theories are not totally new to me, this course gave me a chance to reflect on my past behavior and performance. Upon reflection, I now know how to implement the processes to improve my professional performance.

I would be remiss if I didn't mention the Change Management class. What a timely subject as the Army is in the middle of transformation. A major portion of the class covered the “eight steps to change an organization”. Based on my observations, the Army is following the “eight steps”. The key point of the Change Management class is that “change” takes time.

Personally, the ACS program has allowed me to improve my level of education, meet new friends, and renew my energies. My acceptance

into the ACS program was like winning the lottery! The prize was the opportunity to attend school for a MBA full-time without the requirements of work. Some of you attained master degrees while working full-time. I applaud your efforts but just imagine if you could go to school without having the stresses or responsibilities of your job. Of course, the academic requirements themselves were enough stress for me.

In addition to an all expenses paid education, I had the chance to forge life long friendships that may not have happened without this program. I am very fortunate to have attended the program with five other Army Officers. I believe the first thing we did at the beginning of the program was start having breakfast weekly. I guess you could call it a working breakfast. During breakfast we would cross-talk to ensure everyone was prepared for long-term assignments and share family stories. Of course, you can attribute our friendship from being in the same profession but this was different. We were committed to ensure that everyone succeeded in the program and well-represented the Army. We have been available for each other in times of need or just to serve as a sounding board. Not only are we friends, we are now family.

Since graduation, our bond has grown to include the second group of MBA students and we continue to have our weekly breakfast in the Pentagon.

While attending school for 16 months I had the opportunity to renew my energies by changing the daily routine of work. Instead of the long work hours, I had the opportunity to visit my kids at school, help around the house, and go fishing in the middle of the week. My family will cherish those times forever.

Although the time was well spent, I wanted to return to work to apply the learned skills. Again, the skills learned in Organizational Behavior are the most useful in the conduct of my daily duties.

Most military members have the opportunity to travel overseas, but going abroad for school is totally different. The program is different from most MBA programs because it provides a global learning experience. Without this program, I would never be able to say I studied at Cambridge University in the United Kingdom or had the opportunity to develop a business plan for a new company in Dublin, Ireland.

An unexpected benefit of this program was being able to interact with real college students at this stage in my life. In addition to being a student, you also have an opportunity to serve as an Army Ambassador. You wouldn't believe the myths some students have about being in the Army.

Overall, I challenge anyone in the career field to apply for the Advance Civil Schooling program at George Mason. It is a win-win situation for all. You will get a chance to improve your level of education, spend quality time with your family, and the career field receives a better prepared officer back in the ranks.

— MAJ Kenneth P. Green  
Current Force Team

Setting the Force (DAPR-STF)

Office of the Deputy Chief of Staff G8- Force Development

# From the FA50 Assignments Officer

## SSC and LTC Board Lessons Learned

Board file preparation for promotion and military education boards can become very emotional especially if the file goes to the board incomplete. To prevent this from happening, it's recommended that all officers take the time now to review their ORBs, photos and performance files.

While reviewing files for the previous LTC and SSC board, I discovered that officers were waiting for someone to tell them that information on their ORB was incorrect or that OERs were absent from their performance file.

Here are some tips for checking your file. First go to the HRC website <https://www.hrc.army.mil/indexnonflash.asp> and use the icons at the bottom to direct you to the sites where you'll be able to review your photo, ORB and performance file.



- When you're checking your ORB, look for items such as your height and weight to make sure it matches your last OER/AER.
- Check all your awards on the ORB and ensure that orders for badges or certificates for awards are present on your OMPF.
- Are the overseas tour correct?
- Does the ORB show that you've attended the force management course? Does it show the 3R under skills?
- Does the ORB show that you've completed CSC?
- Photo—is it a digital photo? If not, get one.
- Are all your OERs/AERs present? Are they continuous with no break?

What's important in the preparation of your file? It's all important — your photo, signed ORB and OERs/AERs are the only things available to board members that tell the story about you.

Once you're done checking your file and note some discrepancies, take some additional time to visit your PSB to have it corrected.

Do not wait till the last minute as some of the corrections and or missing data may not make it to your file.

Want to know the status of your OER or AER? HRC now has IWRS. What is it? The Interactive Web Response System (IWRS) for OERS will allow rating officials and administrative personnel to view select information on all performance reports. Now you can now check the status of your OERs and AERs on line go to <https://isdrad15.hoffman.army.mil/iwrs/>. All you need is your AKO username and password to log in.

## Next Board

A selection board will convene on or about 26 Jul 05 to consider Lieutenant Colonels for promotion to colonel. Officers eligible for consideration have the following active duty dates of rank (ADOR):

Competitive	Above The Zone	Promotion Zone	Below-the-Zone
Category	(AZ) LTC ADOR	(PZ) LTC ADOR	(BZ) LTC ADOR
Institutional	01 May 00	02 May 00	02 Jun 01
Support (IS)	and	thru	thru
	Earlier	01 Jun 01	01 Sep 02

4th Quarter Selection Boards	Tentative Dates	Milper Message
COL AMEDD/AMEDD RA	6 - 15 Jul 05	
CSC (Special Branches)	6 - 22 Jul 05	
COL Army	26 Jul - 19 Aug 05	05-091
COL MC/DE	2 - 12 Aug 05	
COL JA	16 - 19 Aug 05	
LTC JA/MAJ JA SELCON	13 - 16 Sep 05	

## Summer Moves

Late May, you will get an email letting you know that you are being considered for reassignment. In June, a listing of all authorizations will be posted to the HRC website (<https://www.perscomonline.army.mil/opfam/50/index.htm>). You are asked to —

- Provide a list of 5 preferences that considers your professional development and knowledge expansion of force management
- Communicate desire to retire between June-Dec 2006
- Communicate any reason for not being able to PCS in June 2006
- Submit any high school senior stabilization requests
- Identify desire to be considered for Advanced Civil Schooling in 2006
- Identify desire to be considered for the Rand Fellowship in 2006

As always, I'm available to assist you with any questions you may have.

— MAJ Monsivais

## Force Management Bios



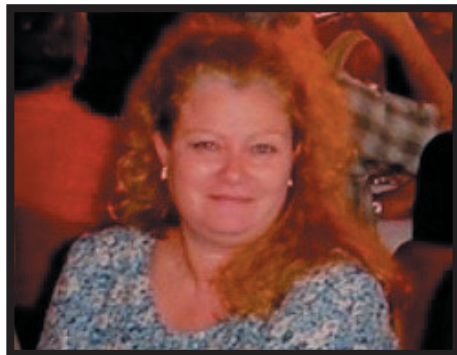
Colonel Bastian W. "Bas" Oskam was born in Hudson, New York and raised in Merritt Island, Florida. He graduated from North Georgia College in Dahlonega, Georgia with a Bachelors Degree in Business Administration. He also holds Masters Degrees in Information Systems from Central Michigan University and Strategic Studies from the U.S. Army War College. Colonel Oskam is also a graduate of the Command and General Staff College, Army War College and Army Force Management School.

Prior to assuming his current position as Director, Army Reserve Force Programs in the Office of the Chief, Army Reserve in June 2003, he served as the Chief, Force Integration Division, Army Reserve Force Programs, U.S. Army Reserve Command, Atlanta, Georgia. Colonel Oskam began his military career with a Regular Army commission in the Transportation Corps in June 1980. He has had a range of assignments including Combat Support Battalion 1st Cavalry Division Fort Hood, Texas; Port Operations Officer Military Traffic Management Command, Rotterdam, Netherlands; Assistant S-4 197th Infantry Brigade, Fort Benning, Georgia; Logistics Plans Officer

1st Cavalry Division; Deputy Commander Military Terminal Cape Canaveral, Florida; Ammunition Cargo Officer 1188th Terminal Battalion, East Point, Georgia; Port Plans/Operations Officer, 1186th Terminal Brigade, Jacksonville, Florida; and Full-Time Support Team Chief, Army Reserve Force Programs, Fort McPherson, Georgia.

Colonel Oskam's awards include the Defense Meritorious Service Medal, the Meritorious Service Medal with 4 oak leaf clusters, the Army Commendation Medal with 4 oak leaf clusters, the Army Achievement Medal with 2 oak leaf clusters, the Army Service Ribbon, the Army Superior Unit award, the Overseas Service ribbon and the Air Assault Badge.

Colonel Oskam and his family reside in McDonough, Georgia.



Mrs. Ellen Helmerson is currently the Chief, Manpower Policy, Plans and Programs at HQDA, Deputy Chief of Staff, G1. She concurrently serves as the Chief of the Manpower and Force Management (CP 26) Proponency Office assisting approximately 2000 careerists and interns with manpower and force management development, training and education issues. Originally from New York, Mrs. Helmerson joined the federal service as a summer-hire employee with the Department of Defense and then served as a Manpower and Force Management Career Intern from 1984-1988. Since 1988, she has held served in numerous leadership positions in the manpower and force management field including Chief of Manpower and Programs Division and, subsequently, Deputy G-8, U.S. Army Europe; Director of Business Initiatives, Special Assistant to the Secretary of the Army; Deputy Director (now Director), U.S. Army Manpower Analysis Agency; Chief of Manpower and Force Development and Base Realignment and Closure Officer, Military Traffic Management Command; and Chief, Program Assessment Branch, U.S. Army Europe. Mrs. Helmerson is a recognized subject matter expert in program evaluation, workforce

analysis and allocation, organizational analysis, resource programming and analysis, work methods and standards, business process improvements, force structure analysis, and performance management. Mrs. Helmerson is a graduate of the University of Maryland, University College with a major in Management Studies.



Mr. Bob Fleitz joined the FA 50 Personnel Proponency Office as the Strategic Communications Specialist in February 2005. Originally from Ohio, Bob attended the University of Toledo, and was graduated in 1975 with a BA in Political Science and an ROTC commission as an Army Air Defense officer. His military career included ADA assignments at Ft. Sill, OK, Augsburg and Kaiserlautern, GE, Ft. Bliss, TX and Ft Lewis, WA; a Force Management tour at HQs USAREUR in Heidelberg; and an assignment with the US Army Concepts Analysis Agency (now the Center for Army Analysis). He is a graduate of the Command and General Staff Officers' Course (1988) and has an MA in Management. Bob retired from the Army in 1994.

A Senior Military Analyst with Coleman Research and SYColeman since leaving active duty, Bob previously supported the Army's Space and Missile Defense Command in Arlington, Virginia, providing combat developments and strategic communications support in the areas of national and theater-level ballistic missile defense, military use of space, and directed energy.

(continued from page 1)

credibility within the force.

We are poised to initiate some big changes in the way the functional area and the officer corps themselves are managed to ensure the entire Army knows that we are the “visionary leaders of change” and committed to improve our position at the tactical, operational and Joint Headquarters levels. Also, elsewhere in this newsletter and in upcoming volumes, you’ll read more about our plans for closer integration of AC, ARNG and USAR FA 50s to include exploring cross-assignments between COMPOs; a closer relationship between uniformed FA 50s and our civilian counterparts in CP 26; and detailed management of individual officers’ assignments and educational opportunities to consciously build the future cohort of FA 50 Brigadiers in the Army.

The Oracle is going to change so that it becomes OUR publication. Please consider writing for this publication and share with the community the exciting nature of work you are doing. It’s important that we all see the goodness Force Management Officers are bringing to the force at our various levels and realize some of the emerging lessons you have learned and how they will affect force management today and tomorrow. We are also going to commission a section dedicated to “Letters to the Editor”, and will use this as one of the primary means for us to welcome any response to any of our printed articles or other issues at large within the community.

We look forward to visiting with you when we travel and talking with you on the future of the functional area. Your work never goes unnoticed, nor does your passion for the Soldier...thank you for all your efforts and for your professional commitment to excellence. See you soon!

— MG Stephen Speakes  
Director, Force Development  
United States Army

(continued from page 7)

- Small Scale Contingency (SSC) Logistics Support Model will rapidly generate the “logistics tail” for SSC’s using actual and notional units and updated allocation rules.
- Priority Builder will enable users to group units for match and rotation studies and then use output from these models to assist them set unit priorities for each year of the POM.
- QDR Resource Allocation Model (QRAM) will match units that are not deployed or unavailable against the current requirements. This concept of resourcing requirements over time could replace the static match concept currently employed in TAA’s.
- Force Structure Edit Model (FSE) will be a web-based system enabling users to create, stores and display notional force structures. Using these notional structures, AFM will then assess authorization changes and equipment fielding/ readiness impacts.

These new models will be run at the staff officers’ sites either over the Internet or as stand-alone models. All will have user-friendly interfaces to set criteria or load data, as required, and are designed to usually complete a full analytical run within one hour. These models will be fielded over the next two fiscal years with URAM being the first in May 2004.

— Joseph J. Albert  
MPRI  
Computer Lab Director, USAFMS

# Proponency Top

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**DA PAM 600-3  
Redirect**

**Career progression;  
standardization of  
duty titles**

**Future  
Authorizations**

**FM 100-11 Rewrite**

**Force Management  
Lessons Learned**

**This  
Newsletter is  
Published  
Quarterly  
by the Force  
Management  
Proponency Office**

Headquarters Department of the Army  
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**What's in the Next  
Force Management**   
*Oracle*

- NEW: Your Letters
- More about the Conference and MFM Association
- Force Development
- What is JCIDS?
- More on Doctrine

Disclaimer: The information in the Force Management Oracle represents the professional opinions of the authors and does not reflect official Army position, nor does it change or supercede any official Army publication. The FA 50 Proponency Office will publish this newsletter quarterly. Your questions, comments and concerns are welcomed. The distinct purpose of this newsletter is to discuss FA 50 specific issues, exchange ideas on how to better the community, and keep us informed. Material may be reprinted provided credit is given to The Force Management Oracle and to the author, except where copyright is included.